

Message Text

CONFIDENTIAL

PAGE 01 USNATO 05838 01 OF 03 081759Z
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C O N F I D E N T I A L SECTION 01 OF 03 USNATO 05838

E.O. 11652: GDS

TAGS: MPOL, NATO

SUBJECT: NATO LONG-TERM DEFENSE PROGRAM: FOLLOW-THROUGH

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1. WE CONSIDER WASHINGTON'S PROPOSED APPROACH ON LTDP FOLLOW-THROUGH A GOOD STARTING POINT, AND THE IMMINENCE OF SOME ACTION FORCING EVENTS HAS LED US TO MAKE USE OF IT ON AN INFORMAL BASIS WITH THE IS AS A MATTER OF URGENCY.

2. WE LEARNED INFORMALLY THAT ASYG MUMFORD IS ALREADY AT WORK ON A PAPER ON LTDP FOLLOW-THROUGH. FURTHER, THE SO-CALLED "EDITORIAL BOARD" IS SCHEDULED TO MEET ON MONDAY, JUNE 12, TO DISCUSS FOLLOW-THROUGH. (WASHINGTON WILL RECALL THAT MUMFORD, AS VICE CHAIRMAN, EWG, CHAIRS THE SO-CALLED EDITORIAL BOARD, CONSISTING OF THE CHIEF OF STAFF, SHAPE; THE DIRECTOR, IMS; SACLANTREPEUR; AND ASYG WALSH. IN PRACTICE, THIS EDITORIAL BOARD HAS FUNCTIONED AS A SORT OF EXECUTIVE OR POLICY COMMITTEE FOR THE LTDP.) WE UNDERSTAND THAT MUMFORD'S PAPER WILL

CONFIDENTIAL

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PAGE 02 USNATO 05838 01 OF 03 081759Z

PROBABLY NOT BE READY IN TIME FOR THE EDITORIAL BOARD MEETING, AND THAT IT IS UNLIKELY THAT HE WOULD HAVE TIME TO CLEAR IT WITH PETRIGNANI PRIOR TO THE MEETING SINCE THE DSYG IS CURRENTLY ABSENT FROM BRUSSELS AND WILL NOT RETURN UNTIL FRIDAY AFTERNOON, JUNE 9. NONETHELESS, IN LEADING THE EXECUTIVE BOARD'S DISCUSSION, MUMFORD WILL DOUBTLESS DRAW ON THE THINKING THAT IS GOING INTO THE PAPER IN

PREPARATION. IF THE EDITORIAL BOARD REACHES SOME KIND OF CONSENSUS, EVEN INFORMAL, ON ASPECTS OF FOLLOW-THROUGH THAN RUN COUNTER TO US VIEWS, IT WILL BE THAT MUCH HARDER TO GET OUR VIEWS INCORPORATED INTO THE IS PAPER.

3. CONSEQUENTLY, WE ESTIMATE THAT IT IS NECESSARY TO REGISTER US VIEWS WITH MUMFORD SOONEST. THE DEFAD IS SCHEDULED TO SEE MUMFORD AT 0900 TOMORROW, JUNE 9, TO EXPLORE MUMFORD'S THINKING ON FOLLOW-ON AND WILL LEAVE WITH HIM AN INFORMAL PAPER, TEXT IN PARAGRAPH 4 BELOW, EXPLAINING THAT IT CONTAINS EARLY AND PRELIMINARY US VIEWS ON LTDP FOLLOW-ON AND IS SUBJECT TO MODIFICATION. THIS INFORMAL PAPER DRAWS FULLY ON THE REFTEL, WITH SOME FLESHING OUT OF DETAILS FOR CLARITY. FURTHER, THE DEFAD IS TENTATIVELY SCHEDULED TO SEE PETRIGNANI LATE TOMORROW AFTERNOON, AND WILL LEAVE THE INFORMAL PAPER WITH HIM ALSO.

4. BEGIN TEXT OF INFORMAL US PAPER:

LTDP FOLLOW-THROUGH

1. OVERVIEW. THE INITIAL THINKING OF US AUTHORITIES ON THE PAPER TO BE PREPARED BY THE DSYG ON PROCEDURES FOR LTDP FOLLOW-THROUGH PROCEEDS FROM THE FOLLOWING GENERAL PROPOSITIONS:

CONFIDENTIAL

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PAGE 03 USNATO 05838 01 OF 03 081759Z

- . A. FOLLOW-THROUGH ON EACH OF THE NINE MAJOR PROGRAMS AND FOR EACH MEASURE WITHIN THOSE PROGRAMS SHOULD START AS SOON AS POSSIBLE;
- . B. THE DISTINCTIVE CHARACTER OF THE LTDP SHOULD BE RETAINED;
- . C. OVERALL RESPONSIBILITY FOR INITIATING AND COORDINATING FOLLOW-THROUGH ACTION IN EACH OF THE NINE PROGRAM AREAS AND PROVIDING REPORTS AT STATED INTERVALS AS DIRECTED SHOULD BE DELEGATED TO SPECIFIC NATO MILITARY OR CIVIL OFFICIALS - NOT TO A COMMITTEE;
- . D. THOUGH CONCEPTUALLY INTERRELATED WITH SYG LUNS' ORGANIZATIONAL PAPER, THE DSYG'S PAPER ON FOLLOW-THROUGH SHOULD STAND ON ITS OWN;
- . E. THIS DECEMBER'S REPORT TO MINISTERS WOULD INCLUDE A STATUS REPORT ON THE DEVELOPMENT AND REFINEMENT OF LTDP MEASURES AND A DESCRIPTION OF FOLLOW-THROUGH PROCEDURES;
- . F. THESE FOLLOW-THROUGH PROCEDURES WOULD INCLUDE FALL

REPORTS, BEGINNING IN 1979, ON ALLIED PROGRESS IN IMPLEMENTING AGREED PROGRAMS AND SPRING REPORTS ON PROGRAM UPDATING AND REFINEMENT.

2. PRESERVATION OF LTDP FUNCTIONAL COHERENCE. NATO SHOULD MAINTAIN THE PRECEDENT SET IN THE LTDP OF GROUPING FUNCTIONALLY RELATED MEASURES WITHIN DESIGNATED PROGRAM AREAS (E.G., AIR DEFENSE). THIS WOULD SIMPLIFY COORDINATION AND PRESENTATION AND WOULD PROVIDE MINISTERS WITH A

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PAGE 01 USNATO 05838 02 OF 03 081800Z
ACTION EUR-12

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C O N F I D E N T I A L SECTION 02 OF 03 USNATO 05838

CLEARER PICTURE OF ALLIANCE PROGRESS AND NEEDS IN SELECTED PRIORITY AREAS. ACTUAL IMPLEMENTING ACTION ON THE 121 INDIVIDUAL MEASURES WILL PROBABLY HAVE TO BE SPREAD ACROSS A WIDE SPECTRUM OF NATO BODIES, BUT INDIVIDUAL MEASURES SHOULD CONTINUE TO BE GROUPED UNDER THE NINE PROGRAM AREAS WITH A SPECIFIC NATO OFFICIAL TASKED TO MONITOR FOLLOW-THROUGH ACTION ON THE MEASURES IN HIS ASSIGNED PROGRAM AREA.

3. TASKING FOR FOLLOW-THROUGH IN PROGRAM AREAS. OUR PRELIMINARY REVIEW OF THE 121 INDIVIDUAL MEASURES INDICATES THAT THE OVERALL TASK OF INITIATING AND COORDINATING THE DEVELOPMENT OF IMPLEMENTING ACTION ON THEM BY RELEVANT BODIES COULD BE ASSIGNED TO SPECIFIC NMAS OR CIVIL OFFICIALS (E.G., ASYG/DS, ASYG/DP&P, OR POSSIBLY A NEW ASYG FOR LOGISTICS). IN SOME PROGRAM AREAS THIS MIGHT INVOLVE ASSIGNING THE TASK TO A MNC TO WORK IN CLOSE COORDINATION WITH A CIVIL AUTHORITY, OR VICE VERSA. WE

WOULD NOT ENVISAGE THESE INDIVIDUALS AS HAVING ANY
DIRECTIVE AUTHORITY, ALTHOUGH THEY WOULD, OF COURSE, HAVE
SUCH ACCESS TO NATIONS AND COMMITTEES AS NECESSARY TO
CONFIDENTIAL

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PAGE 02 USNATO 05838 02 OF 03 081800Z

ACCOMPLISH THEIR WORK. THEY WOULD BE DESIGNATED BY THE DPC IN PERMANENT SESSION AND TASKED TO INITIATE AND COORDINATE FOLLOW-THROUGH ACTIONS, IN CONJUNCTION WITH NATIONS AND APPROPRIATE NATO BODIES, ON THE MEASURES IN THEIR INDIVIDUAL PROGRAM AREA(S). THE ACTUAL WORK ON EACH MEASURE WITHIN THE PROGRAM AREA WOULD PROBABLY CONTINUE TO BE DONE BY THE COMMITTEE OR BODY THAT HAS BEEN WORKING ON IT THUS FAR (E.G., NAFAG WORK ON INTER-OPERABLE AIR DELIVERED MUNITIONS). THE CHAIRMAN, EWG, COULD WORK OUT THESE ASSIGNMENTS WITH THE INDIVIDUAL TASKED FOR EACH MAJOR PROGRAM AND PERHAPS HAVE THESE INDIVIDUALS INCLUDE THE SPECIFIC ARRANGEMENTS IN A PROGRESS REPORT TO THE EWG IN OCTOBER. THIS FOLLOW-THROUGH ROLE OF THE DESIGNATED OFFICIAL WOULD INCLUDE:

- . A. ACTING AS PRIMARY POINT OF CONTACT FOR NATIONS AND NATO BODIES.
- . B. PROVIDING PERIODIC REPORTS FOR FORWARDING TO MINISTERS CONTAINING PROPOSALS FOR (I) DEVELOPING, FOR THOSE MEASURES REQUIRING "FLESHING OUT," TIME-PHASED, COSTED IMPLEMENTATION PROGRAMS, AND (II) REFINING AND UPDATING PROGRAMS WHICH HAVE ALREADY BEEN PRESENTED IN SOME DETAIL.
- . ALTHOUGH THE US EARLIER PROPOSED THE TITLE "PROGRAM COORDINATOR" FOR THESE INDIVIDUALS, IT IS CLEAR THAT SOME MIGHT SHY AWAY FROM ANYTHING THAT SMACKS OF DIRECTIVE AUTHORITY, WHICH WE DO NOT INTEND. PERHAPS THE PHRASE "PROGRAM MONITOR," OR PERHAPS "RESPONSIBLE OFFICIAL," MIGHT BE BETTER.

- 4. UPDATE AND REVIEW. THE FOLLOW-THROUGH PROCESS SHOULD
CONFIDENTIAL

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PAGE 03 USNATO 05838 02 OF 03 081800Z

INCLUDE BOTH AN UPDATING FUNCTION AND A REVIEW OF PERFORMANCE (MONITORING) FUNCTION.

- . A. THE UPDATING FUNCTION WOULD INCLUDE A SPRING REPORT RECOMMENDING ANY NECESSARY CHANGES IN LTDP PROGRAMS, IDENTIFYING NEW SITUATIONS AND PROBLEMS, AND SUGGESTING

PRIORITIES. SINCE THE UPDATING OF THE LTDP WOULD PARALLEL THE SPRING REVIEW OF FORCE GOALS, WE WOULD ANTICIPATE THAT APPLICABLE LTDP MEASURES WOULD BE REFLECTED IN THE FORCE GOALS, WITH THE LATTER EXTENDED IN TIME.

. B. BEGINNING IN 1979 THE REVIEW OF PERFORMANCE LOGICALLY WOULD PARALLEL, AND TAKE MUCH OF ITS MATERIAL FROM, THE ANNUAL FALL DEFENSE REVIEW, AND WOULD INCLUDE A SEPARATE REPORT TO MINISTERS. WE BELIEVE THE DPQ COULD PLAY A KEY ROLE IN THE MONITORING PROCESS AND WOULD PROPOSE THAT DPQ-79 INCLUDE A SEPARATE SECTION ON THE LTDP REQUESTING THE STATUS OF NATIONAL IMPLEMENTING ACTIONS, WHICH WOULD BE REVIEWED IN THE FALL.

5. RELATION TO SYG LUNS' PAPER. THE DSYG'S PAPER ON PROCEDURAL FOLLOW-THROUGH AND THAT OF THE SYG ON ORGANIZATIONAL AND STAFFING CHANGES ARE, OF COURSE, CONCEPTUALLY INTERRELATED; PROPOSED ORGANIZATIONAL CHANGES AFFECT PROCEDURAL FOLLOW-THROUGH AND VICE VERSA. NONETHELESS, THE DSYG'S PAPER, WHILE RETAINING FLEXIBILITY FOR POSSIBLE ORGANIZATIONAL CHANGE, SHOULD STAND ON ITS OWN AND BE BASED ON THE EXISTING ORGANIZATION, SINCE ORGANIZATIONAL CHANGE MAY TAKE TIME TO EFFECT.

6. DECEMBER 1978 REPORT. WE ENVISAGE THAT THE REPORT TO

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PAGE 01 USNATO 05838 03 OF 03 081800Z
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C O N F I D E N T I A L SECTION 03 OF 03 USNATO 05838

MINISTERS THIS DECEMBER WOULD BE ESSENTIALLY A STATUS REPORT ON LTDP FOLLOW-THROUGH. THE REPORT WOULD DESCRIBE:

- . A. INITIAL ACTIONS ON AGREED MEASURES THAT WERE READY FOR IMPLEMENTATION;
- . B. ACTION UNDERWAY TOWARD "FLESHING-OUT" MEASURES THAT REQUIRED MORE DETAILED DEFINITIONS.
- . C. PROBLEMS ARISING FROM THE ABOVE FOR MINISTERS TO ADDRESS.
- . D. PROCEDURES FOR MONITORING PERFORMANCE AND UPDATING PROGRAMS (FALL AND SPRING REPORTS TO MINISTERS).

. THE REPORT FOR SPRING 1979 WOULD REFLECT COMPLETION, IN MANY CASES, OF THE ADDITIONAL WORK NEEDED IN FLESHING OUT INDIVIDUAL MEASURES, AND THE FALL 1979 REPORT WOULD BE THE FIRST FULL PROGRESS REPORT ON NATIONAL ACTIONS TOWARD IMPLEMENTING AGREED MEASURES. END TEXT. BENNETT

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